


Chapter III



Action Plans: Strategic Plan and Core Programs

Department of Housing and Community Development

Strategic Plan Action Plans

Goal One

Action Plan for FY 2004/05 – 2005/06		Goal One A1		
Strategic Goal One:	Ensure local governments “take care of their own” by providing an adequate housing supply in an efficient land use pattern while minimizing impacts on valuable habitat and productive farmland.			
Strategic Objective 1:	Increase housing supply by strengthening the effectiveness of housing element law as a tool to reduce local regulatory barriers.			
Strategy:	Develop legislation to amend the housing and land use element to require local governments to plan and designate land for a 20-year supply of housing and reduce other local regulatory barriers to housing supply.			
Relevant Performance Measure(s)	1. Introduction and approval of Legislation. 2. Passage of Legislation. 3. Number of stakeholder groups who supported the legislation. 4. Higher issuance of building permits in jurisdictions in compliance with housing element law. A baseline and target for increase will be established after passage of legislation.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Finalize Legislative Proposal, using input from earlier stakeholder meetings.	Housing Policy Development staff	November 2004	Existing staffing	January 2005
Determine key leaders/influencers for new stakeholder dialogs.	Housing Policy Development staff/ Directorate	November 2004	Existing Staffing	January 2004
Secure Governor’s Office Approval, including selection of author.	Business, Transportation and Housing Agency and Department of Housing and Community Development	December 2004		January 2005

Convene individual meetings with key leaders/influencers to discuss legislative proposal—work to gain support and identify areas of support and disagreement.	Housing Policy Development staff/ Directorate/ Legislative Unit	January 2005 (assumes Governor's Office approval)		March 2005
Meet and confer with second-tier stakeholders.	Housing Policy Development staff/ Directorate	February 2005		March 2005
Work to move the bill through the legislative process.	Housing Policy Development staff/ Legislative Unit			2005 Legislative Session

Action Plan for FY 2004/05 – 2005/06		Goal One A2		
Strategic Goal One:	Ensure local governments “take care of their own” by providing an adequate housing supply in an efficient land use pattern while minimizing impacts on valuable habitat and productive farmland.			
Strategic Objective 2:	Establish new methodology to incorporate in local general plans that ensures local governments “take care of their own” for an adequate housing supply.			
Strategy:	Convene a Methodology Working Group to develop a new methodology for projecting housing need that ensures local governments “take care of their own”			
Relevant Performance Measure(s)	New methodology developed and incorporated into legislation for 20-year land supply.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Establish Methodology Working Group including demographers, Department of Finance, councils of governments, etc.	Housing Policy Development staff/Housing Policy Development Assistant Deputy Director	1 month	Existing	January 2005
Convene Working Group to identify options for changing methodology for projecting housing need.	Housing Policy Development staff/ Housing Policy Development Assistant Deputy Director	6 months	Existing	June 2005
Amend proposed 20-year legislation to include methodology.	Housing Policy Development staff/Legislative Unit	1 month	Existing	July 2005

Department of Housing and Community Development

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Goal Two

Action Plan for FY 2004/05 – 2005/06		Goal Two B1		
Strategic Goal Two:	Remove barriers to increasing overall housing supply.			
Strategic Objective 1:	Identify, evaluate, and address the most critical regulatory barriers to housing production.			
Strategy:	Facilitate an increase in housing supply by evaluating regulatory barriers to housing and developing strategies to address the most critical.			
Relevant Performance Measure(s)	1. Number of priority regulatory barriers removed or mitigated. 2. Percentage increase in housing permit issuance one year after removal or modification of identified barrier.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Identify the most relevant regulatory barriers to housing supply (will involve consultation with stakeholders).	Housing Policy Development	April 2006	Existing	June 2006
Develop criteria/process for evaluating/prioritizing barriers.	Housing Policy Development/ Financial Assistance	May 2006		July 2006
Prioritize and evaluate the barriers relative to HCD’s/State’s ability to reduce or eliminate.	Housing Policy Development	July 2006		August 2006
Develop strategies to address priority barriers (could include legislative proposals, educational campaign, etc.	Housing Policy Development/ Legislative Unit	August 2006		December 2006
Implementation of at least one strategy.	Housing Policy Development	January 2007	Unknown	December 2007

Action Plan for FY 2004/05 – 2005/06		Goal Two B2		
Strategic Goal Two:	Remove barriers to increasing overall housing supply.			
Strategic Objective 2:	Generate broad-based public support for housing.			
Strategies:	<div>1. Develop an external communications plan which includes tools and strategies to leverage the efforts of stakeholders and partners in gaining broad based public support for housing.</div> <div>2. As part of an external communications plan, develop and communicate messages that link an adequate housing supply for all income groups to other issues that are generally recognized to improve the quality of life and the economic and physical health of our communities. This strategy is designed to improve public perceptions regarding the value of housing as the “linchpin” to economic success and vibrant, viable communities to reduce public opposition to housing development and increase support for housing.</div> <div>3. Document public support for housing by comparative analysis of housing related articles and local ballot measures prior and across years covered by plan.</div>			
Relevant Performance Measure(s)	<div>• Comparative housing production data prior to and across years covered by plan.</div> <div>• Track increases in housing related articles and reduction in anti-housing ballot measures.</div> <div>• Track usage of messages by stakeholder/partners over time.</div> <div>• Increased public support for housing measured by survey/polling results.</div>			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Develop External Communications Plan.	Director of Communications	April – May 2005	Existing	July 2005
Identify data that demonstrates the role/impact of housing in achieving other goals already recognized by the public as essential to their well being and quality of life.	Director of Communications Deputy Director of Housing Policy Development	April – June 2005	Existing	July 2005

Develop and Test Messages. Engage stakeholders in message development and testing.	Director of Communications, working with stakeholders	May – August 2005	Existing resources and leveraged resources of stakeholders/ partners	August 2005
Deploy highest yield messages through the Department of Housing and Community Development and partner communications, track usage.	Director of Communications, working with stakeholders	July 2005 - June 2006	Existing resources and leveraged resources of stakeholders/ partners	June 2006
Evaluate Results	Director of Communications	June-August 2006	Existing and leveraged resources	August 2006

Action Plan for FY 2004/05 – 2005/06		Goal Two B3		
Strategic Goal Two	Remove barriers to increasing overall housing supply.			
Strategic Objective 3:	Identify, evaluate and resolve potential policy/regulatory conflicts between/among state departments			
Strategy:	Establish Pilot Project with another State Department to identify, evaluate and resolve potential policy and regulatory conflicts.			
Relevant Performance Measure(s)	1. Establishment of permanent process for resolving conflicts between the Department of Housing and Community Development and one other State Department. 2. Executed Memorandum of Understanding. 3. Number of targeted conflicts resolved.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Identify Departments where potential conflicts exist. Develop criteria for selecting department for pilot project.	Housing Policy Development in consultation with Financial Assistance	July 2005	Existing Staff	October 2005
Develop proposed strategy for identifying and resolving conflicts.	Housing Policy Development	November 2005	Existing Staff	December 2005
Contact Department to invite participation in Pilot Program.	Housing Policy Development	December 2005	Existing	December 2005
Develop Memorandum of Understanding between Departments: (1) areas of potential conflict, (2) process for reconciling and resolving.		January 2006		March 2006
Implement Pilot Program.		April 2006		March 2007
Evaluate pilot program including value of expanding to other Departments, etc.		March 2007		May 2007

Action Plan for FY 2004/05 – 2005/06		Goal Two B4		
Strategic Goal Two:	Remove barriers to increasing overall housing supply.			
Strategic Objective 4:	Evaluate and streamline the adoption and implementation of state building and housing codes.			
Strategy:	Reduce construction costs by ensuring local jurisdiction ordinance adoption and reporting requirements for alternative building standards comply with state law. Improve compliance over time.			
Relevant Performance Measure(s)	Increase in percentage of complying submittals for this strategic plan period.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Evaluate existing local ordinance content and filing compliance.	State Housing Law Program	4 months	Existing	August 2005
Develop program for training and continuing evaluation in conjunction with stakeholders.	State Housing Law Program	12 months	Existing	January 2006
Announce training curriculum developed from stakeholders meetings.	State Housing Law Program	2 months after completion of stakeholder meetings	Existing	April 2006
Schedule and provide training to state and local agencies.	State Housing Law Program	36 months	Existing	January 2007
Evaluate compliance by spot-checking new ordinances.	State Housing Law Program	Ongoing	Existing	June 2007
Establish percentage compliance/non-compliance benchmark.	State Housing Law Program	1 month	Existing	
Implement changes in monitoring and training based upon findings.	State Housing Laws Program	Ongoing	Existing	

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Goal Three

Action Plan for FY 2004/05 – 2005/06		Goal Three C1		
Strategic Goal Three:	Establish a permanent statewide funding source for affordable housing.			
Strategic Objective 1:	Evaluate funding sources, program activity options, and housing needs related to a permanent funding effort.			
Strategy:	The Department shall develop matrices of funding sources and activity options to facilitate policy analysis and decision-making. The Department will also develop summary needs data describing relative need by housing type, income level, population demographic, and regional or geographic grouping.			
Relevant Performance Measure(s)	1. Delivery of useful, written: a. Funding source summary and analysis. b. Program activity options and analysis. c. Housing needs data and analysis. 2. Agreement to a specific funding source by the Administration, Legislature and Stakeholders.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
a. Build upon existing data collection and analyses to research likely funding sources.	Team consisting of Directorate, Financial Assistance, and Housing Policy Development	3 months	Team consisting of Directorate, Financial Assistance, and Housing Policy Development (existing)	May 2005
Facilitate external study of fund source options.	Team consisting of Directorate, Financial Assistance, and Housing Policy Development	1 month	Team consisting of Directorate, Financial Assistance, and Housing Policy Development (existing)	March 2005

Analyze options & develop pros and cons for each; display in matrix format.	Team consisting of Directorate, Financial Assistance, and Housing Policy Development	1 month	Team consisting of Directorate, Financial Assistance, and Housing Policy Development (existing)	May 2005
b. Analyze Proposition 46 outcomes to date; confer with stakeholders.	Financial Assistance	1 month	Financial Assistance Section Chiefs, Codes and Standards, Housing Policy Development leadership administering Proposition 46 programs (existing)	May 2005
Develop matrix: (Funds committed, expended, units).	Financial Assistance	1 month	Financial Assistance Section Chiefs, Codes and Standards and Housing Policy Development (existing)	January 2005 and July 2005
c. Identify and develop housing need information and data.	Housing Policy Development	3 months	Housing Policy Development staff (existing)	May 2005
Deliver report describing needs, trends & forecasts.	Housing Policy Development	1 month	Housing Policy Development staff (existing)	April 2005

Action Plan for FY 2004/05 – 2005/06		Goal Three C2		
Strategic Goal Three:	Establish a permanent statewide funding source for affordable housing.			
Strategic Objective 2:	Propose a program activity strategy.			
Strategy:	The Department will evaluate and endorse a proposal for program or activity types to be funded from a proposed permanent funding source.			
Relevant Performance Measure(s)	1. Completed internal analysis and decision-making. 2. Successful advocacy of a program activity strategy to the Administration, Stakeholders, and Legislature.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Evaluate and endorse funding source(s).	Directorate, Financial Assistance, Housing Policy Development	11 months	Directorate, Financial Assistance, Housing Policy Development (existing)	November 2005
Evaluate Proposition 46 outcomes and program activity options.	Financial Assistance	3 months	Directorate, Financial Assistance, Housing Policy Development, Codes and Standards (existing)	May 2005
Decide program activity strategy recommendation.	Directorate, Financial Assistance, Housing Policy Development	3 months	Directorate, Financial Assistance, Housing Policy Development, Codes and Standards (existing)	May 2005

Market endorsement to Administration and Legislature.	Directorate, Financial Assistance, Housing Policy Development	11 months	Directorate, Financial Assistance, Housing Policy Development, Legislative Unit (existing)	June 2005 and November 2005
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Department of Housing and Community Development

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Goal Four

Action Plan for FY 2004/05 – 2005/06		Goal Four D1		
Strategic Goal Four:	Ensure the health and safety of residents in manufactured housing.			
Strategic Objective One:	Ensure that manufactured housing is properly constructed and installed.			
Strategy:	Currently resource levels do not allow the Manufactured Housing Program to meet its statutory mandate. 1. Increase and realign fees to support staffing levels necessary to promote proper construction and installation of new manufactured homes. 2. Bring manufactured home manufacturers into compliance with federal Consumer complaint handling regulations.			
Relevant Performance Measure(s)	1. Ten percent reduction overall in response times to service requests for manufactured housing installations and complaint inspections. 2. Ten percent increase in each measuring period in the number of manufacturers in compliance with federal regulations or number of licensing actions for failure to comply. 3. Twenty-five percent reduction in backlog of service requests by June 2006 and eliminate the backlog by January 2008.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
<u>Construction/Installation Fees</u> Develop and implement new regulatory fee structures.	Mobilehome Parks and Manufactured Housing Program Managers and support staff units	9 months	Existing	October 2005

Develop plan to prioritize backlog of complaint and installation inspections.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	9 months	Existing	October 2005
Develop plan to prioritize requests for complaint and installation inspections.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	9 months	Existing	October 2005
Recruit, hire, and train key staff positions.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	10 months	New and Existing	Ongoing

Implement plans for improved complaint and installation inspections.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	Ongoing
<u>Manufacturer Compliance</u> Schedule annual monitoring of manufacturers.	Manufactured Housing District Representative	1 month	Existing	February 2005
Perform monitoring of manufacturers, giving priority to those with significant compliance issues..	Manufactured Housing Administrator and District Representative and Field Operations Staff	8 months	New and Existing	October 2005
Conduct necessary reinspections; develop Legal Affairs Division licensing actions.	Manufactured Housing Administrator and District Representative	2 months	New and Existing	October 2005
Filing of licensing actions with Legal Affairs Division.	Legal Affairs Division	4 months	Existing	January 2006

Action Plan for FY 2004/05 – 2005/06		Goal Four D2		
Strategic Goal Four:	Ensure the health and safety of residents in manufactured housing.			
Strategic Objective 2:	Ensure that mobilehome parks and manufactured housing are properly maintained.			
Strategy:	Currently resource levels do not allow the Manufactured Housing Program to meet its statutory mandate. Increase and realign fees to support staffing levels necessary to promote proper maintenance of mobilehome parks and existing manufactured housing.			
Relevant Performance Measure(s)	1. Ten percent reduction overall in general service backlogs for mobilehome park and existing manufactured home services. 2. Ten percent reduction overall in response times to service requests for mobilehome park and existing manufactured homes. 3. Twenty five percent reduction in backlog of service requests by June 2006 and eliminate the backlog by January 2008.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Develop and implement new regulatory fee structures.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers and Support Staff Units	9 months	Existing	October 2005
Develop and obtain enactment of new statutory fee structures.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers and Support Staff Units	12 months	Existing	January 2006

Evaluate current procedures for providing park and existing manufactured home services.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	3 months	Existing	March 2006
Develop plan to prioritize backlog of park and existing manufactured home services.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	9 months	Existing	October 2005
Develop plan to prioritize requests for park and existing manufactured home services.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	9 months	Existing	October 2005
Develop plan to provide park maintenance inspections consistent with new laws.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	January 2006

Recruit, hire, and train for key staff positions.	Codes and Standards Senior Management Team and Department of Housing and Community Development Personnel	10 months	New and Existing	Ongoing
Implement plans for improved park and existing manufactured home services.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	Ongoing

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Goal Five

Action Plan for FY 2004/05 – 2005/06		Goal Five E1		
Strategic Goal Five:	Strengthen communities by attracting, expanding and retaining business and jobs for Californians.			
Strategic Objective 1:	Evaluate the impact and potential of the Department of Housing and Community Development’s current economic development programs including the Enterprise Zone Program.			
Strategy:	Determine the effectiveness of both the Enterprise Zone Program the Community Development Block Grant-Economic Development Enterprise Fund Allocation using external expertise for the Enterprise Zone study and internal resources for the Community Development Block Grant-Economic Development Enterprise study.			
Relevant Performance Measure(s)	1. Report and analysis of the Cost/Benefit of the Enterprise Zone Program. 2. Summary report of the impact and potential of the Community Development Block Grant Enterprise Fund allocation. 3. Number of changes implemented to improve both the Enterprise Zone and Economic Development programs.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Develop a scope of work and Request for Proposal for the cost benefit analysis of the Enterprise Zone program.	Enterprise Zone Manager	2 months	Funding from fees	May 2005
Gather information from reports to determine outcomes from the Community Development Block Grant Enterprise Fund activities	Community Development Block Grant Staff	3 months	Funding from fees	October 2005
Develop tools for gathering additional information from Community Development Block Grant Enterprise Fund Grantees on outcomes, send and receive information.	Community Development Block Grant Staff	5 months	Funding from fees	September 2005

Analyze all gathered information and develop a summary report of the Community Development Block Grant Enterprise fund impact and potential.	Community Development Block Grant Section Chief and Staff	2 months	Funding from fees	November 2005
Analyze final report of Cost Benefit of the Enterprise Zone Tax Incentive Program to formulate new policies/improvements.	Community Development Block Grant Section Chief and Staff/ Enterprise Zone Program Manager	2 months	Funding from fees	January 2006

Action Plan for FY 2004/05 – 2005/06		Goal Five E2		
Strategic Goal Five:	Strengthen communities by attracting, expanding and retaining business and jobs for Californians.			
Strategic Objective 2:	To ensure program objectives are met, institutionalize a comprehensive program audit as an ongoing function for the Enterprise Zone Program.			
Strategy:	Develop a comprehensive plan to monitor, evaluate and report on the cost, benefit, effectiveness and performance of all enterprise zones by integrating Annual Surveys, Five-Year Audits, Extension Audits, Monthly Fee reports and Reports to the Legislature.			
Relevant Performance Measure(s)	1. Number of zones audited. 2. Development, distribution and tabulation of zone surveys. 3. Complete final report.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Prepare Enterprise Zone Annual survey document.	Enterprise Zone Program Manager	3 months	Existing	March 2005
Prepare Zone Audit Guidelines.	Enterprise Zone Program Manager and Audit Manager	3 months	Existing	March 2005
Distribute Enterprise Zone surveys and receive back.	Enterprise Zone Program Manager	4 months	Existing	May 2005
Begin Audit of zones.	Enterprise Zone Program Manager and staff	Ongoing	Existing	March 2005
Design a database, and tabulate survey and audit results.	Enterprise Zone Program Manager and staff	6 months	Existing	December 2005

Action Plan for FY 2004/05 – 2005/06		Goal Five E3		
Strategic Goal Five:	Strengthen communities by attracting, expanding and retaining business and jobs for Californians.			
Strategic Objective 3:	Use three new zone designation processes as the case study for process improvement for future designations.			
Strategy:	The Department will establish an appropriate and effective application process for designating new Enterprise Zones.			
Relevant Performance Measure(s)	1. New Enterprise Zone application developed. 2. Proposed regulation package to make necessary changes in designation criteria.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Conduct a plus/minus review of the application review process.	Community Development Block Grant Section Chief and staff and Enterprise Zone Manager	1 month		August 2005
Determine what factors had the most impact on designations.	Community Development Block Grant Section Chief and Enterprise Zone Manager	2 months		September 2005
Develop recommendations for the next round of designations and needed regulation changes.	Community Development Block Grant Section Chief and Enterprise Zone Manager	2 months		December 2005

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Strategic Plan Action Plans

Goal Six

Action Plan for FY 2004/05 – 2005/06				Goal Six F1
Strategic Goal Six:	Strengthen, empower, and support staff and their supervisors.			
Strategic Objective 1:	Organize and provide annual training for employees, supervisors and managers in the basic skills needed to do their jobs.			
Strategy:	The Department will require each Division/work unit to develop a set of basic skills required to perform each job.			
Relevant Performance Measure(s)	1. Increase the number of employees receiving skill enhancement training. 2. Increase the number of supervisors and managers raising skill enhancement training.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
1 a) Survey and develop model of core/basic skills for each classification including any skills unique to HCD.	All managers and supervisors and Personnel	5 months		April 2005
1 b) Annually, review annually submitted Individual Development Plans (IDPs) to determine gap between staff competencies/training and core/basic skill requirements. Identify top 12 core/basic skills from survey and offer training annually.	Personnel Office	6 months		July 2005
1 c) Prioritize use of annual resources to address core/basic skills training gap identified in Action Plan Step 1b.	All Divisions and Division personnel coordinators	Begin September 2005		Quarterly Ongoing
1 d) Develop annual plan for required courses (Violence in the Workplace, Sexual Harassment, Cardio Pulmonary Resuscitation (CPR), First Aid, Ethics). Place in Public Folder.	Personnel office and Equal Employment Opportunity Office	May 2005 publish 2005/2006 calendar		Annually each May

1 e) Reorganize training information in the public folders.	Training Officer	2 month		March 2005
2 a) Reinstitute the supervisor's academy on an annual basis.	Personnel Office/Equal Employment Opportunity Officer	6 months		June 2005
2 b) Supervisor's Forum (rotational)	Personnel Office	6 months		July 2005

Action Plan for FY 2004/05 – 2005/06		Goal Six F2		
Strategic Goal Six:	Strengthen, empower, and support staff and their supervisors.			
Strategic Objective 2:	Develop and distribute clear core expectations for each work unit and efficiently respond to those who need help in meeting those expectations.			
Strategy:	Help instill a corporate and public service culture by conveying core expectations and supporting and assisting those who need help to achieve that level.			
Relevant Performance Measure(s)	1. Reduced Personnel and Legal Office hours spent on employee performance issues. 2. Reduced number of adverse actions. 3. Reduced number of employee grievances. 4. Improved employee satisfaction as reflected in the workplace environment survey. 5. Retention rates.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
1 a) Develop a plan for establishing reasonable core work unit expectations for use by employees, managers and supervisors. The plan will identify work units that have already established and communicated core expectations and develop a schedule to phase in development of core work group expectations for remaining work groups.	Executive Staff	6 months		June 2005
1 b) Develop the palate of reasonable core work group expectations for initial grouping of work units and deploy their use.	A team led by Personnel and Legal Affairs Division with representatives of the line divisions and Administration	7 months		December 2005
1 c) As appropriate, update schedule for phased-in development and deployment of reasonable core work group expectations to remaining work groups.	Same team as above			
2. Support supervisors by providing training and management support.	Deputy Directors	12 months		Ongoing

Action Plan for FY 2004/05 – 2005/06		Goal Six F2		
Strategic Goal Six:	Strengthen, empower, and support staff and their supervisors.			
Strategic Objective 3:	Re-examine recruitment, examination, hiring, compensation, and promotional processes and find better ways to ensure the hiring and promotion of strong candidates.			
Strategy:	Review current employment processes to improve hiring and promotional opportunities.			
Relevant Performance Measure(s)	1. The percentage of successful candidates participating in examinations. 2. Measure hiring process cycle. 3. Increase the number of new hires to target HCD classifications (District Representative/Housing Community Development Representative).			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
1 a) Develop pre- examination interview workshops.	Personnel Office	5 months		May 2005 and Ongoing
1 b) Review hiring process and identify possible streamlining/alternative methods of announcing vacancies.	Personnel Office	8 months		August 2005
1 c) Develop plan and coordinate recruitment at campuses/trade events/career fairs.	Directorate/ Deputy Directors/EEO	9 months		September 2005
2 a) Explore alternative hiring and examination methods (i.e., supplemental applications, performance tests, training and developments).	Personnel Office	9 months		September 2005

Action Plan for FY 2004/05 – 2005/06		Goal Six F4		
Strategic Goal Six:	Strengthen, empower, and support staff and their supervisors.			
Strategic Objective 4:	Celebrate success.			
Strategy:	Research and implement ways to acknowledge Departmental and individual successes in a way that will be meaningful to employees.			
Relevant Performance Measure(s) (Please indicate which type.)	1. Completion of an employee survey of methods of celebrating their successes. 2. Quarterly celebrations acknowledging departmental and individual success. 3. Improved participation in the annual employee work environment survey to at least 50 percent of employees and improved employee satisfaction as evidenced in the survey.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Survey employees for meaningful reward options.	Executive Office, Legal Affairs Division, Equal Employment Opportunity Officer	First Quarter		March 2005
Research available and affordable tangible rewards.	Legal Affairs Division	First and Second Quarter		June 2005
Develop a plan to celebrate successes on a quarterly basis.	Deputy Directors	Second Quarter		June 2005
Refine and improve the workplace environment survey.	Administration Deputy/Executive Office	By next survey		June 2005
Celebrate successful department efforts and individual accomplishments.	Deputy Directors			June 2005 and Ongoing

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Goal Seven

Action Plan for FY 2004/05 – 2005/06		Goal Seven G1		
Strategic Goal Seven:	Improve organizational efficiency and customer service.			
Strategic Objective 1:	Evaluate and develop an appropriate uniform state agency application.			
Strategy:	The Department will work closely with CalHFA and the tax credit and bond allocation committees to develop a uniform multifamily loan application. The objective will be a core application used by each agency to evaluate the investment worthiness of a given project.			
Relevant Performance Measure(s)	1. Production and use of a single core application by each of the four agencies. 2. Reduction in application preparation time by customers using combinations of the four funding sources.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Review draft application produced by credit & bond committees.	Financial Assistance/Directorate	1 month	Financial Assistance staff and committees staff	January 2005
Work with California Housing Finance Agency and committees to mutually agree to a uniform format.	Financial Assistance/Directorate	2 months	Financial Assistance, committees, and California Housing Finance Agency staff	March 2005
Review proposed format clarity with key stakeholders.	Financial Assistance	1 month	Financial Assistance, committees, and California Housing Finance Agency staff	April 2005

Mutually announce and begin to use new format.	Financial Assistance	1 month	Financial Assistance, committees, and California Housing Finance Agency staff	May 2005
Evaluate success internally and with applicants.	Financial Assistance	6 months	Financial Assistance, committees, and California Housing Finance Agency staff	December 2005

Action Plan for FY 2004/05 – 2005/06		Goal Seven G2		
Strategic Goal Seven:	Improve organizational efficiency and customer service.			
Strategic Objective 2:	Continue effective administration of Proposition 46.			
Strategy:	The department will continue its record-setting pace in releasing Notices of Funding Availability; committing funds to quality housing projects and programs; and facilitating the operation of affective projects.			
Relevant Performance Measure(s)	Outcome Measures 1. Number of affordable homes created. 2. Total number of beneficial units produced (e.g., rental units produced or rehabilitated, home purchases, shelter beds facilitated). 3. Number of deeply income targeted, large family, and special needs rental units funded and produced. Output Measures 1. Amount of Proposition 46 funding committed. 2. Number of loans closed and projects completed.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Develop individual program calendars and action plans for allocating and managing Proposition 46 funds.	Financial Assistance Deputy Director	1 month	.3 PY - Existing	January 2005
Produce and release program Notices of Funding Availability receive and review applications; award funds; manage contracts.	Financial Assistance Deputy Director with relevant Section Chiefs	18 months	57 PYs - Existing	June 2006

Action Plan for FY 2004/05 – 2005/06		Goal Seven G3		
Strategic Goal Seven:	Improve organizational efficiency and customer service.			
Strategic Objective 3:	Improve customer service and operational efficiency by strengthening capacity to support, maintain and enhance automated systems.			
Strategy:	Develop a plan to analyze, identify, and commit additional funds and/or positions to the support, maintenance and enhancements of automated systems.			
Relevant Performance Measure(s)	1. Increase in dollars and/or positions related to information technology available for support, maintenance and enhancement activities. 2. FY 2004/05 target: Establish baseline.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
1. Create cross-departmental team.	Information Technology	1 month		February 2005
2. Analyze available funding/positions and identify potential sources.	Cross-Departmental Team	9 months		October 2005
3. Conduct “market research” to determine options to maximize available resources (i.e. what are other departments doing; resource-sharing; leveraged buying-power; employee development opportunities).	Cross-Departmental Team	Concurrent with and beyond #2 above		October 2005
4. Dependent upon the results of above action items, develop a “next step” action plan.	Cross-Departmental Team	14 months		February 2006

Action Plan for FY 2004/05 – 2005/06		Goal Seven G4		
Strategic Goal Seven:	Improve organizational efficiency and customer service.			
Strategic Objective 4:	Ensure effective communication systems for the Division of Codes and Standards.			
Strategy:	Streamline the current automated telephone answering system and provide basic transfer information on the web. Explore the possibilities of a central call center for the entire Division.			
Relevant Performance Measure(s)	1. Increase the percentage of calls currently answered by five percent. 2. Increase the number of calls answered within five minutes by five percent.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Review the phone tree script for the Registration and Titling program (Registration and Titling).	Registration and Titling Supervisors/Managers	4 months	Existing Staff	April 2005
Record script in new format in English and Spanish.	Registration and Titling Manager’s Assistant	1 month	Existing Staff	May 2005
Test and activate new script.	Registration and Titling Call Center Supervisors	1 week	Existing Staff	May 2005
Update Quick Reference Guide.	Registration and Titling Transaction Processing Supervisor and Call Center Supervisor	2 months	Existing Staff	February 2005

Review, edit, and finalize the Public Information Letters.	Registration and Titling Supervisors/Managers	6 months	Existing Staff	June 2005
Train Call Center Staff on use of Public Information.	Registration and Titling Supervisors/Managers	6 months	Existing Staff	June 2005
Letters and Techniques to Answer Calls Quickly and Efficiently.	Registration and Titling Transaction Processing Supervisor and Call Center Supervisor Registration and Titling Call Center Supervisors	6 months	Existing Staff	June 2005
Monthly meetings with Division Staff to explore Central Call Center.	Codes and Standards Phone Team	Ongoing	Existing Staff	